

## ***FROM THE DIRECTOR***

It is my pleasure to present the Strategic Plan for the Department of Toxic Substances Control (DTSC). DTSC's Strategic Plan provides the Department with a path for the next few years. It lays out a shared plan, which directs our priorities and resources.

For the first time, our strategic planning process was designed to complement the Cal/EPA Strategic Vision, and coordinate with the Boards, Departments and Office of Cal/EPA. I thank staff and our stakeholders for their thoughtful comments and suggestions through the planning process.

California has long been a leader in environmental protection. Our citizens value the beautiful vistas and varied ecosystems of our State. They want to live in a healthy environment. The Department of Toxic Substances Control has a daunting challenge, to protect today's generations, as well as future generations, from health threats or environmental degradation resulting from hazardous waste.

As our knowledge base increases, and new alternatives and technologies are developed, promising opportunities arise. As a result, we must continue to enhance our knowledge, maintain our focus, and adapt our approaches in order to ensure progress. Working together, with stakeholders, other governmental agencies, community groups and industry, we can protect the environment and meet the expectations of our citizens.

With our dedicated, talented staff committed to our success, I have no doubt we can achieve the results we desire.

Edwin F. Lowry  
Director

## DEPARTMENT OF TOXIC SUBSTANCES CONTROL

### Strategic Plan 2002

### EXECUTIVE SUMMARY

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#### ABOUT US

**Overview** The Department of Toxic Substances Control (DTSC) is responsible for regulating hazardous waste facilities and overseeing the cleanup of hazardous waste sites in California.

#### **Hazardous Waste Management Program (HWMP)**

Through its inspection, compliance and corrective action programs, DTSC ensures that state and federal requirements for managing hazardous wastes are implemented. Nearly 160 major commercial facilities have authorization to treat, store and dispose of hazardous waste in California. The 5,000 businesses that conduct lower-risk treatment activities are regulated through a streamlined tiered permitting process or programs that provide an appropriate level of oversight.

DTSC carries out its own statewide inspection program and responds to citizen complaints regarding hazardous waste handling. Technical and investigative support is provided to federal prosecutors and local district attorneys who are prosecuting environmental crimes. DTSC oversees Certified Unified Programs Agencies (CUPAs) that inspect businesses that generate hazardous waste under the generator and tiered permit programs.

#### **Site Mitigation Program (SMP)**

Thousands of properties throughout the state -- including former industrial plants, military bases, small businesses and landfills -- are contaminated with some level of toxic substances. Currently, work is underway to clean up hundreds of contaminated properties. Expediting this cleanup work is one of the most important goals of the program, and achievements are being realized toward these goals through the Voluntary Cleanup Program, Expedited Remedial Action pilot program, and the "Brownfields" initiative.

DTSC has lead responsibility for cleanup activities of illegal clandestine drug labs and works with law enforcement agencies to remove toxic chemicals at these sites.

DTSC works with school districts to ensure school sites do not pose a health threat due to contamination, by approving an environmental

assessment at proposed school site properties, and, if necessary, a remediation plan.

**Science, Pollution Prevention and Technology Development (SPPTP)** SPPTP is comprised of three divisions. The Office of Pollution Prevention and Technology Development evaluates and promotes safer technology and pollution prevention approaches that reduce the generation and/or risk associated with managing hazardous waste. Human and Ecological Risk Division supports DTSC programs by providing expert consultation on human and environmental risk assessment, and worker health and safety. Hazardous Materials Laboratory provides DTSC and other boards and departments within California Environmental Protection Agency (Cal/EPA) with expertise and laboratory capacity in the areas of analytical chemistry and biochemistry.

**Locations:** Berkeley, Clovis, Cypress, Glendale, San Diego, and Sacramento

**Staffing:** DTSC has approximately 1,000 positions, including scientists, industrial hygienists, engineers, geologists, toxicologists, attorneys, criminal investigators and various administrative specialists.

## **ABOUT OUR STRATEGIC PLAN**

Cal/EPA's Strategic Vision sets forth the Agency's vision and mission, the core values by which it will be guided, and the goals and objectives. Based on this foundation, DTSC developed its Strategic Plan. DTSC's Plan addresses the goals and objectives within the Strategic Vision that are relevant to DTSC. The plan also will provide guidance in the development of policy, allocation of resources, establishment of priorities and the determination of future activities.

DTSC developed this strategic plan with extensive input from our staff, as well as input from stakeholders and the boards, departments, and offices within Cal/EPA. Since the plan reflects our strategic initiatives, and our ongoing work, it provides a reflection of the full scope of DTSC efforts. The plan covers a three to five year period.

## **OUR VISION**

A California that enjoys a clean, healthy, sustainable environment that enhances the quality of life for current and future generations, and protects our diverse natural resources.

## OUR MISSION

To restore, protect and enhance the environment, to ensure public health, environmental quality, and economic vitality, by regulating hazardous substances, conducting and overseeing cleanups, and developing and promoting pollution prevention.

## OUR VALUES

- |                  |             |                 |
|------------------|-------------|-----------------|
| • Leadership     | Innovation  | Open Access     |
| • Collaboration  | Integrity   | Quality         |
| • Accountability | Objectivity | Professionalism |

## OUR GOALS

Our strategic goals reflect our priorities and mandates. The goals incorporate the work we do, as well as the initiatives we want to implement to contribute towards a healthier environment, with reduced impacts from hazardous substances. Our goals are:

1. Protect public health and the environment from the adverse effects of contaminated sites.
2. Minimize and/or eliminate adverse environmental and public health effects resulting from the past, present and future generation and management of hazardous waste.
3. Continuously improve DTSC's application of science and technology.
4. Fully encourage and involve the public, including communities and local agencies, in a participatory process that ensures DTSC decisions consider the needs of all affected parties.
5. Provide DTSC employees with the resources they need to perform their jobs.
6. Support DTSC employees with clear leadership and direction in an atmosphere that values diversity and ongoing communication.

## ACHIEVING OUR GOALS

The objectives and strategies described in the strategic plan provide more insight on the approach that DTSC will use to reach our goals. In addition, DTSC developed short-term action plans on specific tasks to foster timely, appropriate action.

## PERFORMANCE MEASURES

As part of the implementation of the Cal/EPA *Strategic Vision*, environmental indicators are being developed under the **Environmental Protection Indicators for California (EPIC)**. These environmental indicators will provide a means of assessing trends associated with Cal/EPA's mission, and will serve as a foundation for building a results-based management system for the Agency.

An environmental indicator is a measure that presents scientifically based information on the status of, and trends in environmentally related parameters. Environmental indicators reflect **pressures** exerted on the environment by human activities, ambient environmental **conditions**, or **effects** on human or ecological health.

The EPIC Project is currently developing a process to identify, select and develop environmental indicators for Cal/EPA.

The EPIC indicators will be linked to Strategic Goals 1 through 6 in the *Strategic Vision* document, thus illustrating how programs implemented, or data collected by a board or department may relate to these goals. At this time, the constituent Boards, Departments, and Office of Cal/EPA are not developing indicators but will incorporate them as measures of success in future strategic plans.

# DEPARTMENT OF TOXIC SUBSTANCES CONTROL

## STRATEGIC PLAN

### DTSC Mission Statement

To restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality, by regulating hazardous substances, conducting and overseeing cleanups, and developing and promoting pollution prevention.

### GOAL 1

*Protect public health and the environment  
from the adverse effects of contaminated sites.*



(DTSC will coordinate with the State and Regional Water Boards, Integrated Waste Management Board, Air Resources Board, Office of Environmental Health Hazard Assessment (OEHHA), Department of Pesticide Regulation (DPR), federal Environmental Protection Agency (EPA), and local agencies, on aspects of this goal.)

### Objectives:

1. Establish and implement protective and consistent cleanup programs and standards that can serve as a model for California and the nation.

### Strategies:

1. Establish regulations and consistent program policies and procedures for the cleanup process.
2. Ensure protective cleanups through the use of the DTSC's regulatory authority, along with legal and other tools at our disposal, when appropriate.
3. Conduct timely and thorough reviews of proposed school sites to ensure that the state's need for new schools is met and children are fully protected.

4. Ensure that state requirements are met in cleanups at military installations.
2. Ensure that we identify sites and prioritize our actions so that hazardous substances sites that most impact, or threaten to impact, public health or the environment are characterized and remediated expeditiously.

Strategies:

1. Evaluate the site backlog and active sites, and prioritize work to ensure public health and the environment are protected.
2. Continue the investigation and cleanup of high priority orphan sites using state funds.
3. Provide emergency response and clandestine lab removal support to local agencies.
3. Restore contaminated sites to beneficial use in an environmentally safe manner.

Strategies:

1. Continue use of the Voluntary Cleanup Program to ensure environmentally safe cleanup of properties for redevelopment and reuse of Brownfields.
2. Promote cleanup technologies that safely break down chemical pollutants into nonhazardous constituents, and conduct technology reviews on a periodic basis to identify best available and most efficient demonstrated technologies for site clean up.
3. Protect natural resources and other off-site areas from site impacts.



## **Goal 2**

***Minimize and/or eliminate adverse environmental and public health effects resulting from the past, present and future generation and management of hazardous waste.***

(DTSC will coordinate with the State and Regional Water Boards, Integrated Waste Management Board, Air Resources Board, Certified Unified Public Agencies (CUPAs), OEHHA, DPR, Local Enforcement Agencies (LEAs), federal EPA on aspects of this goal.)

## **Objectives:**

1. Monitor California's hazardous waste storage, recycling, treatment and landfill capacity to manage all hazardous waste in a safe and efficient manner.

### Strategies:

1. Improve the quality of hazardous waste data so that it becomes more useful and meaningful in targeting waste streams and industries and for measuring progress.
2. Prevent future hazardous waste contamination of the environment by ensuring proper management and provision for adequate financial assurance.

### Strategies:

1. Enforce hazardous waste management requirements in a consistent manner.
  2. Pursue corrective action at all facilities and generators, where appropriate.
  3. Ensure hazardous waste facilities operate in a manner that protects public health and the environment, through thorough and timely reviews of permit requests, inspections and enforcement.
  4. In conjunction with the other Cal/EPA organizations and the Certified Unified Program Agencies (CUPAs), provide information on expected standards and options to generators, transporters, and operators of facilities.
  5. Measure and improve compliance rates.
  6. Evaluate hazardous waste classifications for consistency with current science and regulations.
3. Promote reduction in the use of persistent bioaccumulative toxic chemicals through education and information.

### Strategies:

1. Target toxic chemicals based on highest environmental risk and the availability of suitable alternatives.
4. Reduce hazardous waste generation.

### Strategies:

1. Continue to utilize the Hazardous Waste Source Reduction and Management Review Act as a tool to motivate generators to consider and implement pollution prevention options.



2. Evaluate regulatory barriers and incentives for achieving greater environmental protection through minimizing hazardous materials in the environment.
5. Reduce the dependence on treatment and disposal by reduction, reuse and recycling.

Strategies:

1. Promote pollution prevention through the evaluation and demonstration of new and innovative hazardous waste pollution prevention technologies.
2. Identify and prioritize hazardous waste streams that have greatest potential to be reduced through use of effective pollution prevention technologies.
3. Integrate pollution prevention into permitting, inspection and enforcement activities of DTSC.
6. Reduce the adverse impacts of hazardous waste going across the California-Mexico border.

Strategies:

1. Enhance public outreach activities to increase awareness of hazardous waste requirements and pollution prevention opportunities in the border region, through surveys, conferences, and open house meetings.
2. Provide training and workshops in the Border Region.



### **Goal 3**

*Continuously improve DTSC's application of Science and technology.*

(DTSC will coordinate with the State and Regional Water Boards, Integrated Waste Management Board, Air Resources Board, CUPAs, OEHHA, DPR, LEAs, federal EPA on aspects of this goal.)

## **Objectives:**

1. Enhance analytical capability in risk assessment and measurements and monitoring to guide risk management decisions.

### Strategies:

1. Incorporate computer-based technologies to visualize and analyze multiple sources of exposure and risks.
2. Develop a clear approach between varying levels of risk assessment practice and the complexity of the risk management decision.
3. Expand and improve resources needed to characterize and estimate:
  - A. exposure and
  - B. risk to human receptors, non-human receptors, and habitat quality and
  - C. uncertainties associated within the estimates.
2. Promote the development, commercialization and use of effective environmental techniques and technologies.

### Strategies:

1. Independently evaluate and test the performance of selected environmental techniques and technologies.
2. Identify and prioritize environmental technology needs.
3. Incorporate and integrate life cycle analysis approaches into the evaluation of pollution prevention, treatment, and remediation technologies wherever possible.
4. Maintain close relationships with federal agencies and other states' environmental agencies to build on their successes.
5. Foster and maintain strategic partnerships to accelerate the development, evaluation and implementation of innovative environmental technologies.
3. Establish an environmental indicator program that measures exposure from all environmental media.

### Strategies:

1. Develop and pursue monitoring programs for persistent and bioaccumulative chemicals.
4. Develop and pursue adequate quality for hazardous substance measurement.

### Strategies:

1. Support the implementation of an Agency-wide measurement data Quality Management Plan that uses federal EPA Data Quality Objectives process.
2. Develop resources that can detect those laboratories that generate

fraudulent or suspect data and support subsequent sanctions against such laboratories, share information with impacted Cal/EPA boards, departments and offices.

3. Develop standards for sampling and analysis that meet international standards, in terms of sensitivity, repeatability and reliability.
4. Procure and maintain analytical instrumentation that provides state-of-the-art measurements.



## Goal 4

*Fully involve the public in DTSC's decision-making process so that decisions consider the needs of all the State's population, and are implemented so as to protect the health and environment of all Californians equally.*

(DTSC will coordinate with the Cal/EPA environmental justice program, State and Regional Water Boards, Integrated Waste Management Board, Air Resources Board, OEHHA, DPR, federal EPA on aspects of this goal.)

### Objectives:

1. Ensure all of the state's population, without regard to color, national origin or income, are equally protected from adverse human or environmental effects as a result of the Department's policies, programs or activities.

### Strategies

1. Finalize draft DTSC environmental justice policy, taking into account comments received from stakeholders.
2. Coordinate with the Office of the Secretary, the Boards, Departments and Office within Cal/EPA, and the Office of Planning and Research on DTSC's environmental justice policy and its implementation.
3. Ensure environmental justice is a part of the work of all programs within DTSC.

2. Ensure that the broadest range of environmental information is understandable, available, accessible and useful.

Strategies:

1. Work actively with the news media and trade journals to ensure DTSC's message is accurately and effectively presented.
  2. Provide timely response to requests for information, complaints and questions.
  3. Periodically review and update printed and electronic material.
  4. Work with the external Pollution Prevention Advisory Committee.
  5. Provide translation and interpretation services, as well as information that is culturally sensitive for communities, as appropriate.
  6. Make the DTSC web site accessible to and usable by the public, other governmental agencies and the regulated community.
3. Strive for broad public involvement in site and facility decisions.

Strategies:

1. Where appropriate, provide communities the opportunity to share decision making with DTSC.
  2. Provide communities with relevant, understandable information.
4. Ensure the California Environmental Quality Act (CEQA) is appropriately utilized in making project decisions.

Strategies:

1. Provide guidance and training to program staff.
2. Conduct timely reviews of CEQA documents.



## GOAL 5

*Provide DTSC employees with the resources they need to perform their jobs.*

**Objectives:**

1. Stabilize program funding through a balanced and appropriate revenue stream.

Strategies:

1. Maintain a fee policy that promotes stability, revenue neutrality and flexibility.
  2. Document, strengthen, and communicate cost recovery processes, procedures, policies, and responsibilities.
2. Continuously enhance the recruitment and retention capabilities of DTSC.

Strategies:

1. Conduct broad-based recruitment, including on campus, to reach a diverse group of candidates.
  2. Develop and implement streamlined hiring practices, while maintaining an equitable process.
  3. Pursue pay and classification matters that benefit DTSC employees.
  4. Ensure that all managers are provided adequate initial, ongoing, and refresher training to carry out their roles and responsibilities.
  5. Periodically review DTSC's recognition programs to ensure meaningfulness to staff.
  6. Investigate reasons that employees leave DTSC and develop plans to address the reason(s), using a restructured exit interview process and other tools.
3. Support program staff with appropriate, well-communicated administrative services.

Strategies:

1. Provide support to managers in carrying out their supervisory responsibilities.
  2. Enhance customer service in administrative support functions, using the "service level agreement" approach with internal customers.
4. Understand, anticipate and meet program needs for space, equipment, training, and information.

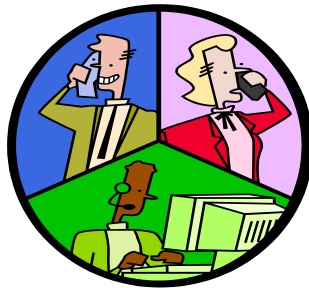
Strategies:

1. Implement a department-wide training plan, which is responsive to new and existing staff needs, program changes and innovations.
2. Develop, fund, and implement an information technology plan that provides for standard hardware and software, regular refresh of technology, and periodic evaluation of department-wide needs.
3. Standardize equipment allocations for technical staff; develop a plan to ensure periodic review, refresh, and update.

4. Provide coordination of space leasing, planning, and office moves.
  5. Commence regional file room conversions.
  6. Develop and implement an imaging strategy for document disaster recovery and access (imaging).
5. Promote a safe, informed, and effective work environment.

Strategies:

1. Maintain a department-wide program that promotes field and office safety that is compliant with CalOSHA requirements.
2. Maintain the DTSC web site, network, and Intranet to enhance communication with employees.
3. Implement and exercise office-specific emergency operations plans to ensure business continuity in the event of a natural or human-caused disaster.



## Goal 6

*Support DTSC employees with clear leadership and direction in an atmosphere that values diversity and ongoing communication.*

**Objectives:**

1. Ensure DTSC's resources are focused on its highest priorities and core competencies.

Strategies:

1. Develop and implement processes for focusing resources on DTSC's highest priorities and core competencies and for measuring and evaluating performance.
2. Support personal and organizational accountability at all levels within DTSC.

Strategies:

1. Ensure all staff receives regular performance feedback, at least annually.
2. Provide program managers meaningful budget information on a timely basis.
3. Ensure that all processes, procedures and systems are non-discriminatory and free of bias.

Strategies:

1. Educate DTSC staff on EEO information, ideas, and resources.